

# Lessons learned - viewpoints on increasing analytical capabilities

Elizabeth Riczko, FCAS, MAAA, CPCU

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## Antitrust Notice

- The Casualty Actuarial Society is committed to adhering strictly to the letter and spirit of the antitrust laws. Seminars conducted under the auspices of the CAS are designed solely to provide a forum for the expression of various points of view on topics described in the programs or agendas for such meetings.
- Under no circumstances shall CAS seminars be used as a means for competing companies or firms to reach any understanding – expressed or implied – that restricts competition or in any way impairs the ability of members to exercise independent business judgment regarding matters affecting competition.
- It is the responsibility of all seminar participants to be aware of antitrust regulations, to prevent any written or verbal discussions that appear to violate these laws, and to adhere in every respect to the CAS antitrust compliance policy.

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## What are we doing?

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**It starts with a goal**

NOT a method  
A business question  
Ask “why” (and repeat)  
How good is good enough?

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**How are we doing it?**

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**Projects require planning**

Iterative or not  
Determine key decision points  
Plan for change  
Testing takes (more) time

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Risks don't go away just because you ignore them

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Governance doesn't sound like fun...  
  
but neither does insurance.

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Who is doing it?

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### Involve internal experts

- Define their role
- Decide decision-making
- Communicate time needed
- Align goals
- Inclusion creates buy-in

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### To consult or not

- Honestly assess needs
- “Frequency” and “severity”
- Know the purpose
- Define goals clearly
- Select accordingly

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### A few good analysts

- Seek out the curious
- Ambassadors for analytics
- Experimentation is learning
- Put them in solitary (sort of)

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IT is important

Collaborate  
Prototype  
Decide  
Iterate

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“What data do you want?”  
“What have you got?”  
“I’ve got a ton of data. More than you’ll ever want. Just tell me what you want.”  
“I want it all.”  
“Sigh.”

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Is it done yet?

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**Plan for implementation**

Decide on pace and space  
Match training to content  
How do *you* learn?  
Training is not practice  
Communication is critical

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There is always a “help desk.”

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Who? Me!

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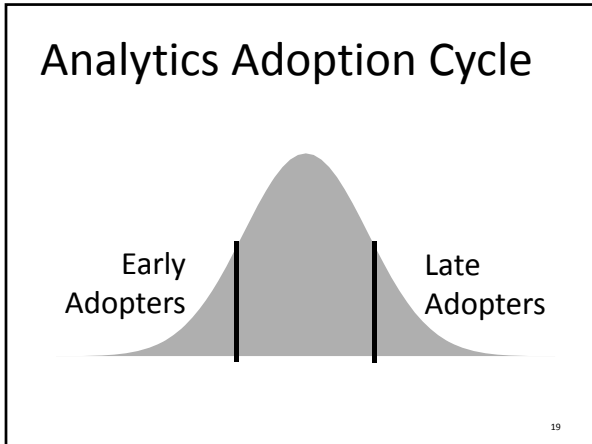
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### Love the early adopters

Champions of change  
Seek their feedback  
A different breed  
Demanding consumers  
Not a zero maintenance group

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### The man in the middle

Change agents can build bridges  
You get what you measure  
Silence is not acceptance  
Get feedback from the group  
Easy come, easy go

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Learn to like late adopters

What's the problem  
Cuddle or collision  
Behavior modification  
Patterns emerge

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Make part of the problem  
part of the solution.

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Move the cheese.

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Walk the talk

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Leadership matters

Visibly supportive  
Communicate why and how  
Demonstrate desired behavior  
Reinforce through recognition

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Analyze analytics

How is it going  
Go back to the start  
Let's do it again

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Perception IS reality.

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It's still a people business.

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